



**COUNTY OF LOS ANGELES  
PROBATION OVERSIGHT COMMISSION  
STATEMENT OF PROCEEDINGS FOR THE  
REGULAR MEETING**



**ST. ANNE’S CONFERENCE AND EVENT CENTER  
155 NORTH OCCIDENTAL BOULEVARD  
LOS ANGELES, CALIFORNIA 90026**

[poc.lacounty.gov](http://poc.lacounty.gov)

**THURSDAY, MARCH 23, 2023, 12:00 P.M.**

AUDIO/VIDEO FILE FOR THE ENTIRE MEETING

Attachment: [Video](#)

**I. ADMINISTRATIVE MATTERS**

1. Call to Order and Roll Call.

**Chair Jackson called the meeting to order at 12:07 p.m. Ms. Wendelyn Julien, Executive Director, conducted the roll call:**

Present: Commissioner Dolores Canales, Commissioner Franky Carrillo, Commissioner Donald D. Meredith, Commissioner Eduardo Mundo, Commissioner Diane Terry, Secretary Sean Garcia-Leys, and Vice-Chair Milinda Kakani, and Chair Esché L. Jackson

Absent: Commissioner Samuel Lewis

2. Approval of the March 9, 2023, regular meeting minutes.

**No members of the public commented on this item.**

**On motion of Commissioner Garcia-Leys, seconded by Commissioner Kakani, unanimously carried (Commissioners Canales and Lewis being absent), the Los Angeles Probation Oversight Commission (POC) approved the March 9, 2023, regular meeting minutes:**

**Ayes:** 7 – Commissioner Franky Carrillo, Commissioner Donald D. Meredith, Commissioner Eduardo Mundo, Commissioner Diane Terry, Secretary Sean Garcia-Leys, Vice-Chair Milinda Kakani, and Chair Esché L. Jackson

**Absent:** 2 – Commissioner Dolores Canales and Commissioner Samuel Lewis

Attachments: [Approved March 9, 2023, Minutes](#)  
[Public Comment/Correspondence](#)

## II. DISCUSSIONS

3. Discuss and take appropriate action on conditions in Barry J. Nidorf Juvenile Hall (BJNJH), Central Juvenile Hall (CJH), and Secure Youth Treatment Facility (SYTF) Programs and Facilities including:
- Progress on Corrective Action Plans for areas of noncompliance with Title 15 and Title 24 according to recent California Board of State and Community Corrections (BSCC) inspections.
  - Progress on physical improvements to units at BJNJH and CJH including “homelike environment” improvements with costs and timelines.
  - Progress on implementing the *L.A. Model* at Campus Kilpatrick pursuant to the September 21, 2021 Board of Supervisors’ motion regarding reaffirming and expanding the *L.A. Model*.
  - Progress on moving youth designated as Secure Track Youth to Campus Kilpatrick as the interim facility.
  - An update on the staffing crisis and the deployment of at least 100 staff to the juvenile halls to address issues caused by the staffing crisis.
  - Progress on implementation of Credible Messenger program and other programs and services.

### Panelists

- Wende Julien, Executive Director, Los Angeles County Probation Oversight Commission
- Karen Fletcher, Interim Chief, Los Angeles County Probation Department
- Felicia Cotton, Acting Chief Deputy, Los Angeles County Probation Department

**Ms. Felicia Cotton and Ms. Sheila Williams, for the Los Angeles County Probation Department, introduced themselves.**

**Ms. Julien provided descriptions of the three motions unanimously passed by the Board of Supervisors (Board) at their March 21, 2023 Board meeting. She explained that Board item 2 related to the early release of youth from detention which is directly related to maintaining low census in juvenile halls and camps, Board item 5 reflected a global planning process for identifying, staffing, and implementing programs SYTF sites, and Board item 6 was around accountability and transparency for the Probation Department and a renewed dedication by the Board for Youth Justice Reimagined (YJR).**

**Ms. Fletcher stated that the Corrective Action Plan was submitted to the BSCC on March 14, 2023, but the Probation Department has 90 days following date of submission to implement the actions outlined in the Corrective Action Plan and remedy the areas of non-compliance.**

**Regarding the staffing crises, Ms. Fletcher shared that one remedy to the staffing crisis is reassigning a minimum of 100 staff on a temporary basis through the end of 2023 to shore up vacancies in the juvenile halls.**

**Ms. Fletcher reported that homelike improvements to BJNJH units T/V are complete and the units are currently occupied, unit R/S is expected to be complete by April 21, 2023, and units Z1 and Z2 are awaiting final approval by the BSCC for occupancy.**

As for CJH, Ms. Fletcher reported that the boys' receiving unit is completed and is currently occupied, and the girls' care unit is being finalized. She mentioned that Phase two of the homelike improvements is December 2023, which aligns with the Department of Justice's settlement agreement.

Ms. Fletcher shared that the estimated cost for the homelike improvements is approximately \$53 million in total, and the Probation Department will keep the POC updated on that as well as the stages of completion.

Ms. Fletcher explained that the CCTV cameras have been completed at CJH and are in process at BJNJH.

Regarding the implementation of the L.A. Model, Ms. Fletcher reported that it is currently implemented at Campus Kilpatrick and Dorothy Kirby Center (DKC), where 50% of the staff are trained and have implemented interactive journaling. She added that 42% of the DKC staff are trained on the *L.A. Model* and the Circle Ups, and 100% of staff in the girls units at and DKC are fully trained in the L.A. Model.

Ms. Fletcher reported that the SYTF population at Campus Kilpatrick remains at eleven, with two who have graduated. Six additional youth are slated to move from BJNJH to Campus Kilpatrick next week, and an additional five shortly thereafter.

For the Credible Messengers, Ms. Fletcher reported that effective March 4, 2023, there are four Credible Messengers assigned to Kilpatrick and twelve assigned to BJNJH. The plan is to integrate Credible Messengers into CJH by June 1, 2023.

Commissioner Canales joined the meeting at 12:20 p.m.

Ms. Julien inquired about the implementation of the LA Model at Camps Paige and Afflerbaugh. Ms. Fletcher shared that DKC was seen as the most conducive environment for implementation of the LA Model, which will eventually be integrated at all of the camps and halls.

Rogelio Posada and Stacy Ford addressed the POC.

Commissioner Meredith inquired about how Probation staff are educated about the Credible Messenger program and their defined roles within the program. Ms. Fletcher mentioned that line staff at Campus Kilpatrick are aware of the program, and the BJNJH leadership team (including directors) were briefed and expected to share with their line staff verbally and in writing to define roles.

Ms. Julien shared that the Los Angeles County Department of Youth Development (DYD) will present on the Credible Messenger program and other programs at an upcoming POC meeting.

Commissioner Meredith also inquired about training offered to staff who will be supervising the SYTF population.

Commissioner Kakani inquired about a proposed timeline for the staff being reassigned to the halls. Ms. Fletcher stated that the Probation Department is working through a seniority list to identify who has clearance (no restrictions) to work in the

facilities and that a reassignment date will be determined by March 28, 2023, to provide sufficient notice to staff to ensure they begin their training prior to their deployment.

Commissioner Kakani inquired about the number of SEO staff who have been deployed to the facilities. Ms. Fletcher explained that about ten SEO staff have been deployed to BJNJH to assist with school movements and searches. She added that the roles of the SEO staff have been clarified within the last week to include dividing them up for school movement or to address specific issues.

In response to Commissioner Kakani's inquiry about CCTV at CJH, and a timeline for completion at BJNJH, Ms. Fletcher shared that some BJNJH units have cables installed, but a breakdown of the installation timelines by unit can be provided.

Commissioner Kakani inquired about an evaluation or assessment measuring the effectiveness of the *L.A. Model*, dialectical behavioral therapy, and interactive journaling. Ms. Fletcher mentioned that Albert Banuelos, Senior Probation Director for the Los Angeles County Probation Department can present to the POC and talk about planned evaluation methods.

Commissioner Canales inquired about a data collection process on the Credible Messenger program prior to entering the facilities and six months after being integrated into the programming. Ms. Fletcher mentioned that data for OC Spray and physical intervention can be documented to measure effectiveness of the Credible Messengers.

Commissioner Mundo inquired about the two-week training for field deputies, and if it was the same as the training that Detention Services Officers (DSOs) complete. Ms. Fletcher stated that the training is the same and information about mandatory deployments and reassignments are communicated to the union for dissemination to line staff. Ms. Cotton added that the training has been condensed from three weeks to two, but components such as de-escalation will be added after speaking with labor partners.

In response to Commissioner Mundo's inquiry about reassignments, Ms. Fletcher explained that only line staff are being considered for reassignments, but Ms. Cotton shared that supervisors have volunteered and deploy on a weekly basis.

Ms. Fletcher addressed Commissioner Garcia-Leys' inquiry by confirming that the 100 reassigned officers will not have OC Spray.

In response to Commissioner Terry's inquiry about creating an overview of what is happening at each site to notate the staggered start and end dates, track change and monitor progress, and evaluate, Ms. Fletcher agreed that this can be done.

Chair Jackson inquired about Ms. Fletcher's approach and perspective in the role as Interim Chief of the Los Angeles County Probation Department. Ms. Fletcher shared that as the Interim Chief, she can make decisions directly and be responsible for those decisions, as well as implement change across the board including staffing, training, and reassignments.

In response to Chair Jackson's inquiry about critically evaluating the programs and issues within the Probation Department from top to bottom, Ms. Fletcher explained that the Probation Department needs a cultural change and a solid concrete plan in place that can be communicated clearly and often to staff. She added that the commitment spearheaded by Mr. Adam Bettino is there, but the Probation Department is working towards getting expertise from consulting firms.

Chair Jackson inquired about how the managerial structure was evaluated and how responsive staff are to the desired changes. Ms. Fletcher stated that the departmental structure has been changed, vacancies are being filled, and being more transparent with the public and staff.

Chair Jackson proposed a motion, seconded by Commissioner Canales, to instruct the Board to require the Probation Department to acquire a mid-term management consultant to support the development and execution of a real time strategic operations plan that will create a framework to address the many issues the Probation Department is charged with fixing.

Commissioner Canales made a friendly amendment to add a deadline.

Chair Jackson accepted the friendly amendment to request a report back in 30 days.

In response to Commissioner Meredith's friendly amendment, Chair Jackson made a friendly amendment to recommend action from the Board to instruct the Probation Department to act.

Commissioner Kakani inquired about where the Probation Department is in their strategic planning process. Ms. Fletcher shared that Ms. Williams is taking over that process and can report back at the next meeting on the status of those strategic planning contracts.

In response to Commissioner Kakani's friendly amendment request about adding a report back on the scope of work for the strategic plan into the motion, Ms. Williams shared that an outline can be provided, but not a scope of work due to the competitive bidding process.

Commissioner Carrillo asked for clarification on Probation's role in the motion. Chair Jackson explained that the purpose of the motion is to ensure that the Probation Department has an accountability measure to address issues proactively.

Commissioner Canales shared the importance of the motion since it has been in the discussion and research phase since the POC's inception in 2021.

Commissioner Meredith made a friendly amendment to direct the motion to the Interim Chief Probation Officer first with a timeline, and then to the Board if further support for action is needed.

Chair Jackson restated the motion with the inclusion of the friendly amendments to recommend that the Interim Chief Probation Officer, in the next 30 days, to devise a plan to engage a management consultant to support the development and execution of a real time strategic operations plan that will create a framework to address the

many issues the Probation Department is charged with fixing.

Commissioner Canales accepted the friendly amendments and the amended motion presented by Chair Jackson.

Commissioner Garcia-Leys inquired if directives in the motion are already happening. Ms. Fletcher responded by stating that she can report on what has happened in the initial phases and can report on any updates to the plan moving forward.

Commissioner Canales emphasized that it has been two years since the POC has received any action or updates on the Probation Department's strategic plan.

Rogelio Posada, Angela Noboa, and Shelan Joseph addressed the POC.

On motion of Chair Jackson, seconded by Commissioner Canales, unanimously carried (Commissioner Lewis being absent), the POC agreed to recommend the Interim Chief Probation Officer report back in 30 days on the progress on hiring a management consultant who will provide a real-time strategic operations plan to address the issues facing the Probation Department:

**Ayes:**           8 –    Commissioner Dolores Canales, Commissioner Franky Carrillo, Commissioner Donald D. Meredith, Commissioner Eduardo Mundo, Commissioner Diane Terry, Secretary Sean Garcia-Leys, Vice-Chair Milinda Kakani, and Chair Esché L. Jackson

**Absent:**         1 –    Commissioner Samuel Lewis

Commissioner Meredith expressed concerns about Ms. Fletcher's recommendations and decisions in new role as Interim Chief Probation Officer and former role as Chief Deputy Probation Officer. Ms. Fletcher explained that as the Chief Deputy, she made recommendations to the former Chief, Mr. Adolfo Gonzales, but the ultimate decisions were up to him.

Commissioner Carrillo inquired about the implementation plans for the recommendations that were not accepted by the former Chief, specifically at BJNJH. Ms. Fletcher mentioned that the Probation Department is moving forward with a master services agreement to get more programming in the facilities.

**Attachments:**   Supporting Documents  
                          Public Comment/Correspondence

4. Discuss and take appropriate action on the Los Angeles County Probation Department's progress on compliance with the December 20, 2022, motion of the Board of Supervisors requiring the phase out of Oleoresin Capsicum (OC) Spray in units housing youth with developmental disabilities, girls, and gender-expansive youth at Central Juvenile Hall as well as full phase out plans.
  - Wendelyn Julien, Executive Director, Los Angeles County Probation Oversight Commission
  - Dr. Sarah Gongora, Psy.D., Project Director, Los Angeles County Probation Oversight

Commission

Chair Jackson explained that the OC Spray town hall recording and the POC's OC Spray Deployment Report: Update III are attached to the agenda and read the attached motion.

Stacy Ford addressed the POC.

Commissioner Meredith inquired about the consequences of youth assaults, how escalating assaults are handled, and what the Probation Department's plan is to address this issue. Ms. Fletcher explained that individuals who are involved in multiple assaults against a wide variety of people in the institutions and are 18 years old or older can be moved to county jail in pursuit of adult charges. However, for individuals under the age of 18, she mentioned that the Probation Department has to notify the Board and the court, make sure the court is aware at the next court appearance, and evaluate how possible new charges affect the underlying offence for which youth are being held in custody.

Commissioner Kakani shared her experiences since her last visit and her concerns around moving youth to county jail while the core issues are not being addressed or solved.

Chair Jackson inquired about how the appropriateness of consequences is evaluated for youth. Ms. Fletcher explained that each youth is evaluated on an individual basis depending on the severity of the assault and the intended targets.

Ms. Julien reiterated that the 100 deployments have not yet happened and recommended that Commissioners include that clarification in the motion.

Chair Jackson made a motion, seconded by Commissioner Meredith, to recommend that the Board instructs the Probation Department to complete the escalation training for all staff in juvenile halls once these staff are deployed, and immediately implement a process of staggered elimination of OC spray in all units by June 30<sup>th</sup>, 2023, as recommended by the Los Angeles County Office of Inspector General.

On motion of Chair Jackson, seconded by Commissioner Meredith, unanimously carried (Commissioners Canales & Lewis being absent), the POC agreed to accept the motion as amended.

**Ayes:** 7 – Commissioner Franky Carrillo, Commissioner Donald D. Meredith, Commissioner Eduardo Mundo, Commissioner Diane Terry, Secretary Sean Garcia-Leys, Vice-Chair Milinda Kakani, and Chair Esché L. Jackson

**Absent:** 2 – Commissioner Dolores Canales and Commissioner Samuel Lewis

**Attachments:** [March 13, 2023, Town Hall Recording](#)  
[March 13, 2023, Town Hall Presentation](#)  
[POC Motion](#)  
[OC Spray Deployment Report: Update III](#)

[OC Spray Deployment Report](#)  
Public Comment/Correspondence

5. Discuss and take appropriate action on rules and regulations for staff, visitors, and providers entering Los Angeles County juvenile halls and camps.

- Karen Fletcher, Interim Chief, Los Angeles County Probation Department

**Ms. Fletcher shared that modifications to the existing dress code rules are underway and are being finalized to identify prohibited items, enhance security at entrances, contract with canines, and implement a clear bag policy, all of which will apply to everyone (staff and visitors).**

**Chair Jackson inquired about where the feedback on the security enhancements is coming from and expressed the need to be deliberate and inclusive of POC Commissioners. Ms. Fletcher stated that feedback is being collected directly from onsite security staff, Probation staff, community members, inclement weather conditions, and assess what other counties are doing as well.**

**Commissioner Meredith shared his concerns with the private security company and the level of security they provide.**

**Chair Jackson expressed the need to hear real-time solutions on issues such as security, and specifically identifying how the issues raised by the POC are or will be addressed. Ms. Fletcher shared that the Reserve Deputy Probation Officers are being assigned in early April to manage perimeter, staff doing more additional perimeter checks, canine contract will be complete March 31<sup>st</sup>, and ongoing collaboration with the Los Angeles County Sheriff's Department for enhanced security.**

**Commissioner Mundo inquired about the security that work at the court being the same as the security that work the juvenile hall entry. Ms. Fletcher clarified that the Probation Department contracts with Securitas, who is contracted through the Sheriff's Department.**

**Commissioner Carrillo inquired about a draft visitor policy for the SYTF now, and once it becomes its own bureau. Ms. Fletcher mentioned that there may be a separate policy due to the age of the SYTF youth and length of stay, but special visits are currently being conducted at BJNJH and CJH. She added that special visits for youth in SYTF were temporarily stopped due to contraband concerns, but a new policy will be created to address visiting requirements for all the populations.**

**Attachments:** Supporting Documents  
Public Comment/Correspondence

6. Discuss and take appropriate action on Probation's use of force policies and flow-chart provided as a result of a POC request for information related to the discussion of the Office of Inspector General report on compliance with the Department of Justice settlement agreement.

- Karen Fletcher, Interim Chief, Los Angeles County Probation Department

**Ms. Jennifer Donnell, Bureau Chief with the Los Angeles County Probation**



Department, explained the contents of the Physical Intervention Process Flowchart, which must be completed by the end of shift.

Commissioner Mundo expressed concerns with the SCM review teams being identified as independent teams when they are Probation employees. He also inquired about the FIRST team identifying discrepancies in the UOF packets. Ms. Donnell gave examples of some of the critical discrepancies such as missing written statements, omitted information, missing documents, and missing reports.

Ms. Donnell clarified Commissioner Kakani's inquiry about the FIRST team and the SCM review team being able to identify discrepancies from Ms. Donnell's list of examples. In response to Commissioner Kakani's inquiry about consequences when those discrepancies with the UOF packets are identified, Ms. Donnell mentioned that the packet is sent back to the facility accompanied by a detailed explanation of what documentation is missing.

Commissioner Kakani requested an update on the backlog of UOF cases. Ms. Donnell mentioned that as of March 15, 2023, there is still a backlog of over 300 packets at BJNJH, over 700 at CJH, and most of those are deemed incomplete due to the UOF packets missing information, and few only need final director approval.

In response to Commissioner Kakani's inquiry about the dire need to address the UOF backlog, Ms. Donnell confirmed that the need is dire, and the FIRST team periodically steps in during the second step to assist with those UOF packets, but the goal is to have each facility current with the step one of flowchart to prevent an increased backlog.

Commissioner Kakani inquired about outstanding UOF packets that are pending, despite the youth no longer in a juvenile facility. Ms. Donnell stated that the UOF incident still needs to be addressed.

In response to Commissioner Kakani's inquiry about distinguishing the UOF policy from preferences, Ms. Donnell stated that the flowchart is policy that should be adhered to. She added that processes are impacted by staffing shortages.

Ms. Fletcher explained that many staff (including the field deployed staff) did not have access to the PCMS to prepare UOF incident reports by the end of their shift, which resulted in missing information in some of the UOF incident reports. However, Ms. Fletcher clarified that this has since been resolved, and all Probation staff have access to write into the system for UOF incidents as of 2022.

Commissioner Kakani inquired about families and attorneys being notified about UOF incidents. Ms. Donnell confirmed that families are contacted after every incident, but it is unknown if attorneys are notified.

Commissioner Meredith stressed the importance of accountability amongst Probation's management, supervisors, and line staff when addressing UOF incidents and being cognitive of disciplinary reporting deadlines.

Commissioner Jackson inquired about the consequences that are imposed when staff are improperly handling their responsibilities. Ms. Fletcher mentioned that

progressive discipline is imposed from coaching up to termination or suspension for not performing their duties.

Commissioner Mundo expressed that UOF incidents used to be filled out in writing using a sheet of paper called PIR and SIR.

In response to Commissioner Mundo's concern with staff being able to write and/or make changes to their PIR or SIR after viewing video footage, Ms. Donnell stated that she is unaware of staff watching video before writing UOF incident reports.

Commissioner Carrillo shared his personal experience with a traumatic use of force investigation that was never resolved and asked the Probation Department to consider his SIR as a case study to prevent this from happening again.

Chair Jackson shared her personal experiences with a traumatic use of force incident and stressed how youth are held accountable for their actions, yet Probation staff sometimes are allowed to act with impunity without proper oversight.

Commissioner Meredith shared that with over 1,000 UOF incidents in the backlog, it is extremely difficult to identify a pattern and practice to find the bad apples.

Commissioner Garcia-Leys asked if the BSCC is investigating the backlog and how UOF incidents are handled. Ms. Fletcher mentioned that UOF incidents are part of the DOJ settlement agreement and included in the Corrective Action Plan that was submitted to the BSCC around training, policy, and documentation.

Commissioner Kakani inquired about how the Probation Department is ensuring that new UOF incidents are remaining current and investigated in a timely manner. Ms. Donnell emphasized the importance of getting stability at the facility level to keep UOF incidents current so that the FIRST teams can focus on decreasing the backlog.

Commissioner Canales expressed frustration with how information is being reported and relayed to the POC and the public and reiterated the importance of statical data to bring about change and help staff do the right thing without intimidation.

Commissioner Terry inquired about other types of changes that have been considered to address the UOF backlog since sufficient staffing levels will not be achieved overnight. Ms. Donnell shared that an immediate solution is to use existing resources and manage those UOF incidents, set aside time during shifts for staff to complete these reports, having laptops in the units and in the control centers, or supervisors monitor youth while staff write the reports.

In response to Commissioner Terry's inquiry about revamping the UOF policy flowchart to reflect current staffing levels, Ms. Donnell mentioned that the 15-year-old policy needs to be updated to incorporate the safe crisis management process.

Commissioner Mundo inquired about the number of hours during the two-week training that will be dedicated to teaching staff how to complete the SIR and PIR process. Ms. Cotton shared that there will be accountability from staff and management on completing the SIR and PIR, and she will analyze the training plan to ensure staff are equipped with the proper tools needed to complete those reports and will report back on the Probation Department's progress.

**Rogelio Posada, Thomas Bell, and Stacy Ford addressed the POC.**

**Attachments:** [Probation's Response to Use of Force Data Request](#)  
Public Comment/Correspondence

#### **IV. MISCELLANEOUS**

##### **MATTERS NOT POSTED**

7. Matters not posted on the agenda, to be discussed and (if requested), placed on the agenda for action at a future meeting of the authority, of matters requiring immediate action because of an emergency situation or where the need to take action arose subsequent to the posting of the agenda.

**Ms. Julien announced that the regular POC meeting scheduled for April 13, 2023, has been cancelled.**

**Chair Jackson and Ms. Julien shared that a future town hall or public meeting to discuss use of force will be scheduled.**

**Commissioner Mundo welcomed Chief Deputy Felicia Cotton.**

##### **PUBLIC COMMENT**

8. Opportunity for members of the public to address the Los Angeles Probation Oversight Commission (POC) on items of interest that are within the subject matter jurisdiction of the POC.

You may submit public comment by e-mail to [info@poc.lacounty.gov](mailto:info@poc.lacounty.gov).

Written public comment or documentation must be submitted no later than 5:00 p.m. one business day before the scheduled meeting to be included on the agenda. Please include the Agenda Item(s) and meeting date in your correspondence. Correspondence received by 5:00 p.m. the same day of the meeting shall become part of the official record.

**Rudy Hernandez addressed the POC.**

**Attachments:** [Public Comment/Correspondence](#)

#### **V. ADJOURNMENT**

9. Adjournment for the regular meeting of March 23, 2023.

**On motion by Chair Jackson, seconded by Commissioner Kakani, the POC adjourned the meeting at 2:37 p.m.**